



TRANSFORMING OUR WORKFORCE

KNOWLEDGE MANAGEMENT

USAID is a knowledge-driven organization that works on complex issues, often in complex, ever- changing environments. Having access to the right information at the right time is critical for USAID’s success. USAID identified knowledge management (KM) as a key transformational goal. Its purpose is to help an organization ensure that knowledge is generated, captured, shared, and applied systematically and strategically so there is continuous learning, effective engagement, and organizational improvement. Effective KM in an organization also helps to stimulate innovative ideas, capitalize on effective practices, foster better decision-making and build a more informed workforce. Ultimately, the purpose of KM is to help an organization achieve its mission more effectively. USAID is committed to institutionalizing KM as a means to strengthen the Agency as a learning organization and thereby achieve better development results.

In order to address the issue of USAID’s organizational knowledge often being siloed and difficult to find across the Agency, the Transformation Task Team’s Knowledge Management Project Core Working Group was created. In July 2018,

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the Core Working Group conducted interviews across the Agency to listen to and learn from staff about Agency business processes and to identify where knowledge management practices exist, where they can be leveraged, and where they are not yet in place.

A set of recommendations related to people, processes, technologies, and governance were developed and handed over to the Bureau for Policy, Planning, and Learning to help inform USAID's efforts to institutionalize knowledge management across the Agency. These recommendations constitute one set of inputs that builds on existing KM practices in USAID and will help ensure that knowledge is generated, captured, shared, and applied in a way that is integrated, holistic, systematic, and strategic.

The recommendations include:

People: A senior-level expert to spearhead the Agency's KM efforts; other staff time and expertise; and other resources throughout the Agency devoted to operationalizing KM policies and practices.

Processes: Building upon existing and establishing new business processes to facilitate knowledge generation, capture, sharing and application.

Technologies: Building upon and consolidating Agency tools and platforms that foster knowledge sharing and provide easier access to knowledge, such as online discussion fora and communities of practice, and directories of experts and KM platforms.

Governance: Leadership support and Agency operational policies that govern, guide, and support staff to carry out knowledge management in a systematic and strategic way.

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